

HAZMAT

HAZMAT is a transnational company with headquarters in Brussels, Belgium. Its stock is traded on the New York Stock Exchange. Corporate motto: "Science for a Better Future" Its primary investors are oriented toward relatively short term growth and maximizing returns on their investment in the next 3-5 years.

HAZMAT is composed of four wholly-owned subsidiaries.

Waste Away. Specializes in the safe disposal and conversion of toxic waste and "bio-solids" (sludge from sewage). Clients are corporations and government agencies with whom they sign contracts.

Natural Plus. Specializes in the production and distribution of genetically "enhanced" foods. Clients are wholesale food distributors.

Safer Cleaner Energy. Owns and operates several nuclear reactors in France, the United States, and Bangladesh, selling the electrical power it generates to various utilities. It contracts with its sibling company, *Waste Away*, to dispose of the nuclear waste that is generated by these reactors.

Chemical Solutions. Produces fertilizers, electrical equipment, herbicides, and petrochemicals. The company is the largest overall producer of highly toxic wastes that include PVC's and dioxins. The clients for their products are governments and agribusinesses (large agricultural corporations).

Case-Specific Information

Natural Plus is the fastest growing subsidiary of HAZMAT. Its more efficient beef production, using artificial growth hormones, has been driving the company's overall growth in recent years. HAZMAT owns a large tract of land in Plantanoguay about half of which is currently fallow pasture land; the other half is currently used to raise cattle with growth hormones for export to the European market.

Frame

HAZMAT has no general framing of globalization issues but supports any frame that will allow it to conduct its business with as few restrictions as possible. Hence, it supports liberalization and opposes linkages between rules governing trade and other global concerns such as the environment and labor standards.

Access Rule

The following team has automatic access: **U.S. State Department**. Other teams require your permission to meet with you.

Success Indicators

Investor Confidence (IC): This begins at 100 and is increased by actions that lower production costs and/or increase company revenue and net profitability over the next 3-5 years, and is decreased by actions that raise production costs and/or reduce company revenue and net profitability during this period.

Reputation (Rep): This begins at 100 and is increased by actions that lead to favorable publicity for the company and/or its subsidiaries and is decreased by actions that lead to unfavorable publicity for the company.

Overall Success = $(3IC + Rep) / 4$

Recommended to Print and Read from Resource Kit:

You should make hard copies of the following parts of the Resource Kit to read ahead of time or bring with you to the game sessions:

*** Glossary of Technical Terms

*** SLAPPs.

Notes

HAZMAT is not based on any single corporation in the real world but is a composite of a number of different ones. The particular cases in which it and its subsidiaries are involved are inspired by specific cases in the real world and attempt to simulate the particular structure of opportunities and constraints in which those real world actors were operating.

HAZMAT Action Options

I. If the Government of Plantanoguary expropriates HAZMAT land:

- ☐ Ia. Take no action against the Government of Plantanoguary.
- ☐ Ib. Shift substantial company investments in Plantanoguary to operations in other countries.
- ☐ Ic. Institute a \$50 million law suit against the Government of Plantanoguary under an **Investment Rights Clause** (see Resource Kit) which the government had previously signed.
- ☐ Id. Provide money to Plantanoguary military leaders who are organizing a coup to overthrow the government of Plantanoguary.
- ☐ Ie. Covertly hire death squads to assassinate leaders of the Plantanoguary Popular Movement (PPM).
- ☐ If. Other (specify)¹

II. Beef dispute.

- ☐ IIa. No action.
- ☐ IIb. Agree to discontinue use of growth hormones in raising beef sold to Europe.
- ☐ IIc. Other (specify)²

☐ III. Conduct a public relations campaign to show how the use of advanced bio-technology to produce beef is safe and effective.

☐ IV. Institute a SLAPP suit against teams that, in your judgment, misrepresent and slander HAZMAT and, thereby, damage its public image.

Target (s) of SLAPP suit: _____

Corporate Code of Conduct

In addition to the other action options, the company can adopt a corporate code of conduct with one or more of the commitments below (check all those that apply):

- ☐ Va. All subsidiaries and sub-contractors will be required to pay a living wage.
- ☐ Vb. All subsidiaries and sub-contractors will provide a healthful work environment.
- ☐ Vc. No employee will be punished for union organizing efforts.
- ☐ Vd. The company will seek certification by independent monitors that its plants meet environmental and labor standards.

☐ VI. Other (specify):³

¹ You should check with the game coordinator who will rule whether such an action would be possible in the real world.

² You should check with the game coordinator who will rule whether such an action would be possible in the real world.

³ You should check with the game coordinator who will rule whether such an action would be possible in the real world.

HAZMAT Press Release

(This should be written on the assumption that the details of the scenario itself are already known and have been reported earlier. You should focus on the actions you have taken during Phase Three that you wish to publicize – and, if relevant, possible action that you might have taken and did not. You should emphasize those actions of your own and of others that you hope will raise your relevant success indicators.)

HAZMAT Broadcast Rating Form

HAZMAT monitors all broadcasts:

WUSA

Notes on coverage:

1. Were the actions of HAZMAT covered fully and fairly from your standpoint?

_____ a. Yes. Coverage was pretty much the way we would have presented it ourselves.

_____ b. Mixed yes and no. Coverage of some of our actions was good but there were significant omissions and/or inclusion of distracting and irrelevant material.

_____ c. No, coverage missed important aspects of our actions and/or distorted other aspects.

2. Did coverage show HAZMAT to be a responsible global citizen and enhance its reputation among stockholders and potential customers?

_____ a. Quite a bit, leaving the impression that HAZMAT is a responsible company that tries to do the right thing.

_____ b. Mixed

_____ c. Not at all.

EuroPress

Notes on coverage:

(HAZMAT broadcast form continued)

1. Were the actions of HAZMAT covered fully and fairly from your standpoint?

_____ a. Yes. Coverage was pretty much the way we would have presented it ourselves.

_____ b. Mixed yes and no. Coverage of some of our actions was good but there were significant omissions and/or inclusion of distracting and irrelevant material.

_____ c. No, coverage missed important aspects of our actions and/or distorted other aspects.

2. Did coverage show HAZMAT to be a responsible global citizen and enhance its reputation among stockholders and potential customers?

_____ a. Quite a bit, leaving the impression that HAZMAT is a responsible company that tries to do the right thing.

_____ b. Mixed

_____ c. Not at all.

Liberation Press:

Notes on coverage:

1. Were the actions of HAZMAT covered fully and fairly from your standpoint?

_____ a. Yes. Coverage was pretty much the way we would have presented it ourselves.

_____ b. Mixed yes and no. Coverage of some of our actions was good but there were significant omissions and/or inclusion of distracting and irrelevant material.

_____ c. No, coverage missed important aspects of our actions and/or distorted other aspects.

2. Did coverage show HAZMAT to be a responsible global citizen and enhance its reputation among stockholders and potential customers?

_____ a. Quite a bit, leaving the impression that HAZMAT is a responsible company that tries to do the right thing.

_____ b. Mixed

_____ c. Not at all.